

MASTERCLASS NAVIGATING THE STAKEHOLDER MEDIA LANDSCAPE



Course introduction

As a communication professional, you fully understand that there are no perfect solutions to reputational threats. Yet, recent events clearly demonstrate that dialogue based on transparency and verifiable information remains a major asset. And that the key criteria of credibility that the industry has utilised in decades past, remains valid to this day. We can also affirm that, generally, an audience which is interested in the truth make more reliable and influential partners than those who unquestioningly go for fake news.

A new media landscape. Now what?

The media landscape has changed, and new players are imposing their new strategies on communicators. Shifts in both the political environment and new technologies are driving this evolution. Communications professionals like you see that their role expanding and become far more strategic. Beyond shaping messages for mainstream media, you are now obliged to monitor the growing number of players who possess their own media outlets. And to devise effective dialogue channels that lead to shared solutions. Meanwhile, a “fake news” industry, which has no respect for journalistic discourse and minimal professional standards of honesty, increasingly targets businesses.

Throughout *Navigating the stakeholder media landscape*, you:

- learn how to take on these new media influences one by one.
- analyse the root causes and consequent effects of the actions taken with the help of investigative tools.
- team up in work groups with your classmates to discuss the potential appropriate strategies.
- learn from lecturers and industry professionals who have demonstrated expertise and deep knowledge of the sectors covered.
- receive a solid factual basis throughout the course, thanks to scholarly research and insights embedded in journalistic coverage of current events.

Knowledge sharing

Your reading list includes reports from think tanks and research centres, notably those focused on emergent media and fake news. Group work based on case studies will be a central feature. During the three-day course, we expect you to share your professional successes, failures, and mere speed bumps. Why? These enrich our collective knowledge of what works and what doesn't work in this bold new era.

Learning objectives and experience

You and your experiences help us to make the course sessions a fascinating journey. Mostly, you work together with fellow participants in groups and you utilise various academic publications and teaching cases. The cases share not only knowledge, but also experience, particularly in cases focused on crises.

You may find that while working on a case, we have deliberately excluded some of the outcomes and insights. In those instances, we ask that you do no further research on that particular case or text beyond what is specified in your reading assignments. But wait, there is a method to this “madness”. When you don’t have the full context of the case, you have to make decisions armed only with the information available to the company leaders and communicators portrayed in the cases. The resulting emotions are meant to powerfully reinforce your intellectual insights.

Here, your course environment is based on experiential learning, which empowers you to assimilate new knowledge.

You learn from a combination of these learning tools:

- **Lectures** that provide the basic theoretical frameworks to approach

every topic, accompanied by additional reading to further develop your understanding of each course topic.

- **Case studies** to help you discuss each topic in depth and better understand how to practice the theoretical concepts.
- **Guest speakers** who transfer knowledge and practical tools from experience.
- **In-class discussions** which encourage you to become actively engaged and share your experiences with other participants.

Certification and ECTS

In the programme, you will develop an in-depth analysis of the corporate brand strategy of a well-known global brand of your choice and provide strategic recommendations for the future. In your answers, make sure to reference and use the readings and materials from class, such as academic articles and lecture slides. And apply relevant models and techniques to the case. The assignment is a group assignment. The details of the assignment will be explained in the final session of the course.

This course is worth 5 ECTS, if you take this as part of the complete MSc in Corporate Communication.

Why this course?

Media controlled by stakeholder groups stands as a critical yet often overlooked component in corporate communications. Serving as a parallel universe to mainstream media, these entities wield substantial power and influence during corporate and political crises. They operate under distinct rules of engagement, functioning both as allies and adversaries. Our comprehensive course provides you with a navigational map and a robust toolkit, offering insights on analysing and establishing effective dialogues with stakeholder media.

Delve into A-journal, peer-reviewed research sourced from the esteemed INSEAD Stakeholder Media Project, co-founded by our lecturer Mark Hunter. This course draws from benchmark studies, unraveling the methods essential for constructing persuasive, fact-based narratives. Learn the art of constructing resilient, fact-based narratives capable of withstanding challenges from opposing stakeholders while attracting potential allies.

For whom?

As a corporate communication professional, this course has been designed specifically with you in mind. Particularly when you view communications as a strategic function. You benefit from the course if you are a:

- senior communication manager
- press officer
- director corporate communication
- media relations professional
- external communication manager

Here, you are part of a diverse group of accomplished, driven and open-minded professionals from Europe and beyond, working in various communication positions in the public and private sectors, NGOs, and in consultancies.

To join, you should have at least a bachelor's degree and three years of work experience.



Programme overview

This three-day course is well balanced with sufficient breaks and alternating working methods. The daily programme runs from 09.00-17.00 hr.

General programme overview:

Lecture day 1	STAKEHOLDER-DRIVEN MEDIA <ul style="list-style-type: none">• Course introduction and overview• Roots and dynamics of stakeholder-driven media• The power of hypotheses• Stakeholder-driven media in crises• Case study and group discussions
Lecture day 2	TOOLS AND TECHNIQUES FOR INFLUENCING STAKEHOLDERS <ul style="list-style-type: none">• Using the mechanics and dynamics of stakeholder influence• Lesson from The Carlos Ghosn case• The storyteller's toolkit: timelines and stakeholder maps
Lecture day 3	WILL THE STORY HOLD TOGETHER? <ul style="list-style-type: none">• Fire-proofing the firm• Fools, liars and trolls: tactics and counter tactics• Guest lecture: Fighting the fakes• Group discussion• Wrap-up

Course experts

Leading lecturer: Dr Mark Lee Hunter - Université de Paris II

Dr Mark Lee Hunter is a recognised innovator as well as a scholar and media practitioner. He is a founder of the Global Investigative Journalism Network and the lead author of its manual for practitioners, *Story-Based Inquiry*, published by UNESCO in 2009 and currently available in 14 major and minor languages. At the INSEAD Social Innovation Centre, where he served as Adjunct Professor from 2001-21, he co-founded the Stakeholder Media Project.

The Stakeholder Media Project research on emerging media sectors and communities has been published in *Harvard Business Review*, *California Management Review*, *MIT Sloan Review*, and *Corporate Communications Review* as well as practitioner journals. Dr Hunter has won seven US and international awards for his academic writing and journalism. Since 2006 he has taught and consulted in 40 countries across Asia, Europe, Africa, the Arab world and the Americas.

Guest speaker

Alongside the leading lecturer, professionals from various organisations will share practical insights in this course, enhancing the course with real-world experiences for a comprehensive learning experience.

Curious about our guest speakers?

Check out our website at rsm.nl/mcc for the details.

Practical information

Explore the latest updates on dates, fees, and locations by visiting our website at rsm.nl/mcc. Take advantage of the convenience of our frequently offered live online courses.

If you have any questions or need more information, we're here to help. Feel free to reach out to us at ccc@rsm.nl or call us at +31 (0) 10 408 2851.

Ready to take the next step?
Secure your spot by completing our [online application form](#).

We look forward to welcoming you to our programme!



About our Part-time Executive Master in Corporate Communication programme

This course can be followed on its own, or as a part of our **Part-time Executive MSc in Corporate Communication**.

We have offered this master programme since 1998, to communication professionals who wish to further enhance their careers. The aim is to provide strategic, leadership and management skills, as well as in-depth knowledge of corporate communication, reputation management and related disciplines. Participants who complete the whole programme are rewarded with a master degree from Erasmus University Rotterdam.

Our accredited programme is designed to be flexible, and can be combined with a full-time career. You can therefore start at any time, with any of our four modules:

Part I **Foundation of corporate communication** Foundation course (in January or June)



Part II Six advanced elective courses Six advanced elective courses. You can choose six courses from the 15 that are offered, depending on your personal or professional interest and availability



Part III International Study Trip Discover and learn from the best practices in corporate communication by visiting global companies.



Part IV **Master thesis** Master thesis.



To obtain the master degree you must complete all four modules. Upon completion, you will have gained insight from new academic, international perspectives, and learned from working with international peers from diverse industry backgrounds within Europe and beyond.

www.rsm.nl/mcc



Accredited by



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Rotterdam School of Management Erasmus University (RSM)

is one of Europe's top-ranked business schools. RSM provides ground-breaking research and education furthering excellence in all aspects of management and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of bachelor, master, MBA, PhD and executive programmes encourage them to become critical, creative, caring and collaborative thinkers and doers.